



# Butterball: A Company Led by Purpose



## A Letter from Our President and CEO Jay Jandrain

The past year has been built on a theme of continuous improvement at Butterball. As a team, we are consistently working toward bettering ourselves, our processes and our business. We made some significant achievements, driven by our commitment to operational excellence, servant leadership workstyle, and empowering our exceptional team members to lead from their level.

One of our proudest accomplishments this year has been the successful expansion and implementation of the Butterball Operating System Solution (BOSS) initiative at all six of our processing facilities. This innovative approach to operations management has revolutionized how we work. BOSS has made us more efficient, empowered our team members, and helped us advance our culture of continuous improvement. We're seeing collaboration across all levels of our organization as we lead from the bottom, up.

Central to our success are the incredible individuals who make up the Butterball team. Our leadership team is dedicated to supporting and empowering our employees, creating an environment where team members feel valued and know their voice is heard. I, along with

other leaders in our organization, do a company-wide share of the information we learn from our annual Belonging & Inclusion Survey. As part of this, we conduct in-person listening sessions with team members of all levels, where they can ask questions and share concerns directly with the top levels of leadership in an environment where they feel heard and empowered to speak up. The questions aren't always easy to answer, but they are often thought-provoking and lead to impactful change at Butterball. I enjoy these listening sessions and appreciate when our folks feel empowered to share their feelings and ideas directly with me.

As always, I am inspired by our talented team, what we are accomplishing, and the ways we live our Purpose every day. Together, we are shaping a bright future for Butterball.



*“The Butterball Operating System Solution (BOSS) initiative has made us more efficient, empowered our team members, and helped us advance our culture of continuous improvement. We’re seeing collaboration across all levels of our organization as we lead from the bottom, up.”*

BUTTERBALL'S PURPOSE:  
**We Exist to Help People  
Pass Love On.**



**Our Purpose** – our why – sits at the heart of all we do. We exist to help people pass love on. We do that by working in **The Butterball Way** – our how – the core behaviors that are expectations of everyone who works at Butterball in support of accomplishing our mission – our what.

These guiding principles, as displayed in the adjacent graphic, are what make Butterball different than any other turkey company. Throughout this report, you'll see them come to life in the stories and accomplishments of our organization.

Pay special attention to our Moments of Purpose, indicated by a hand-drawn heart. We are proud to recognize the purposeful work of our team members – day in and day out – that is so inherently Butterball.



# 2023 CSR Accomplishments at a Glance



**People:** We welcomed our largest, most diverse internship class, and implemented a new Talent Management Strategy aimed at fostering growth and retention. Our expansive Belonging & Inclusion program continued to reinforce our commitment to a welcoming workplace, and we expanded our professional development offerings for our team members. The Butterball Operating System Solution was rolled out to all our processing facilities, sparking a renewed spirit of continuous improvement.



**Plate:** Butterball celebrated its 10th anniversary as American Humane Certified™, reaffirming our unwavering commitment to animal well-being. Our growers continued to be recognized for their outstanding practices and dedication to raising healthy, happy turkeys. Consumer insights drove award-winning innovations, and we achieved new production benchmarks that

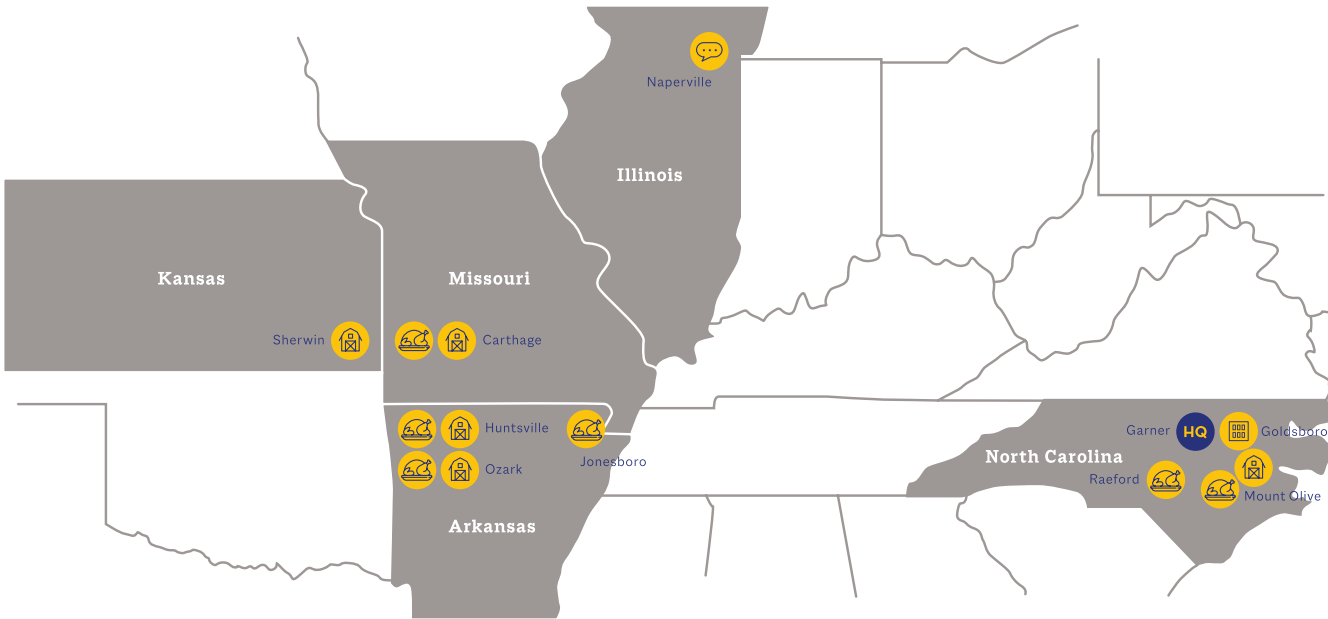


were implemented company-wide. We also expanded our international business to meet the growing global demand for turkey.






**Planet:** We made significant progress on sustainability, reducing CO<sub>2</sub> emissions and optimizing our transportation routes to lower our Greenhouse Gas footprint. New partnerships were established to use sustainable materials, while energy-saving efforts maximized our natural resources. Additionally, we expanded our recycling and waste management programs.



**Philanthropy:** Team members partnered with local organizations to meet the critical needs of their communities, from disaster relief to holiday donations. Active community engagement was central to our philanthropic efforts, reinforcing our core value to bring people together and exemplary of our Purpose, to help people pass love on.



## Our Facilities & Headquarters

-  **HQ** Headquarters
-  **Live Operations**
-  **Manufacturing Facility**
-  **Butterball® Turkey Talk-Line®**
-  **Corporate Offices**



# People



PROGRAM HIGHLIGHT

# Talent Development Programs Foster the Next Generation of Leaders



*Pictured above: Butterball's interns spent time volunteering with the Food Bank of Central and Eastern North Carolina in Raleigh, North Carolina. It was an excellent opportunity for our summer cohort to spend time together and give back to the community.*

*Pictured on the previous page: Butterball's team members are at the center of everything we do. Our focus on recruiting and retention has resulted in the largest internship class ever and programs that recognize and reward employees for their professional achievements.*

In 2023, Butterball experienced a transformative year for our Summer Internship Program, attracting the largest group of interns in our history. We expanded from 13 interns the previous year to 30 participants, reflecting our commitment to nurturing future leaders. The enhanced program provided comprehensive development opportunities, including specialized training sessions, an Executive Speaker Series, team-building exercises and project presentations.

### Project Expo: Where Special Projects Shine

A significant addition to the internship program was the Project Expo, held in July 2023 at our headquarters office in Garner, North Carolina. The one-day event brought together interns from across the country to showcase the hands-on projects they had worked on throughout the summer. Interns presented their work to team members and Butterball leadership from various departments. This interaction not only allowed interns to display their achievements but also to facilitate meaningful discussions with colleagues and senior staff.

### Development Opportunities and Team Building

Throughout their internship, students engaged in various development opportunities designed to equip them with the skills and knowledge needed for their future careers. The Executive Speaker Series provided insights from industry leaders, while team-building exercises encouraged a sense of camaraderie and collaboration. These experiences were pivotal in preparing them for potential full-time roles within Butterball, with several summer cohort participants successfully transitioning to permanent positions by the end of the program.

### Fostering Diversity and Inclusion

Butterball's commitment to diversity and inclusion was reflected in the hiring of our internship class of 2023, which mirrored the diversity of the team members at our processing and live operations facilities, and to meet the needs of greater representation at our corporate offices. Our recruiting initiatives were aimed at increasing opportunities for



***“I couldn't have asked for a better experience from the Butterball Summer Internship Program. Throughout my internship I got hands-on experience in my field, along with additional experience learning about the many departments within the organization that drive our business.”***

**– Ashley Brodnick, Sustainability Coordinator, Butterball Intern Class of 2023**

*Ashley Brodnick interned with Sustainability and developed her Project Expo presentation around greenhouse gas (GHG) inventory. She was hired as a full-time Sustainability Coordinator in August 2023.*

women and other underrepresented groups by engaging entities such as the Sigma Alpha sorority for women in agriculture and historically black colleges and universities.

### Comprehensive Talent Management

In 2023, Butterball also launched a comprehensive Talent Management Process across all business units. This initiative tasked leaders with owning their Talent Management Strategy, focusing on identifying key talent, assessing growth opportunities and addressing personnel gaps. Each business unit conducted evaluations of salaried employees, calibrated their findings and developed tailored programs to fill identified gaps. Talent management advisors met regularly with leaders to ensure

alignment and progress, and multi-generational leadership training was emphasized to prepare our workforce for future challenges.

### Looking Forward

Looking forward, Butterball is committed to further enhancing our Internship Program and Talent Management Strategies. The success of our 2023 initiatives underscored the importance of investing in our people and advancing a diverse and inclusive workplace. By continuing to provide valuable development opportunities and embracing a holistic approach to talent management, we aim to build a robust pipeline of future leaders who will drive Butterball’s success in the years to come.

*“Each week our Lunch & Learns, Executive Speaker Series and professional development sessions provided the opportunity to improve my personal skills while also learning about the process of getting Butterball turkeys from farm to table. Nowhere else can you find a group of individuals more committed to helping pass love on in the workplace and to our customers. That’s what makes Butterball so special.”*

**– Ashley Brodnick, Sustainability Coordinator, Butterball Intern Class of 2023**



*Pictured above: Highlights from Butterball’s 2023 Summer Internship Program included (l-r): Project Expo presentations (intern Hannah Polizzi with President and CEO Jay Jandrain), team building activities with interns at the Durham Bulls baseball game and development opportunities at the facilities (intern Brandon Robinson with Manager Matt Wood).*

## PROGRAM CALLOUTS

### Creating Meaningful Talent Experiences

In 2023, we identified key focus areas for our ongoing Belonging & Inclusion efforts through 2025:

- **People Development:** Enhancing onboarding, training and promotion processes.
- **Belonging and Value:** Living Butterball's Purpose and The Butterball Way.
- **Communication:** Creating relevant and timely two-way communication channels.
- **Voice and Perspective:** Building a culture of openness where team members feel comfortable sharing their opinions.

These efforts underscore the company's dedication to creating a workplace where all team members feel valued and included and will continue to be enhanced in years to come.

#### Belonging & Inclusion Town Halls and Surveys

In early 2023, Butterball conducted 18 Belonging & Inclusion Town Halls and 13 leadership meetings, engaging over 600 team members. Additional listening sessions were held with Live Operations, HR, and Sales and Marketing teams. The company shared results from its 2022 Belonging & Inclusion Survey and gathered feedback to guide future initiatives.

Continuing this engagement, Butterball launched the 2023 Belonging & Inclusion Survey in August, with a remarkable 76% participation rate. This survey, available in English, Spanish, Marshallese, and Haitian-Creole, marked a significant increase from previous years, reflecting growing involvement and interest among team members.



*In early 2023, President and CEO Jay Jandrain leads a Belonging & Inclusion Town Hall in Raeford, North Carolina. During each of the 18 sessions conducted company-wide, Butterball shared results from its 2022 Belonging & Inclusion Survey and gathered feedback to guide future initiatives.*

#### Monthly Belonging Discussions

Butterball expanded its monthly belonging discussions, hosting these sessions in Raeford, North Carolina, Huntsville and Ozark, Arkansas, and North Carolina's Live Operations facilities. These meetings provided small groups of team members with opportunities to discuss topics related to trust, mutual respect and inclusion. Each session was led by a local leader and featured a short video followed by group discussion.

#### Leadership and Communication Initiatives

To ensure transparency, Butterball continued its weekly Leader Briefings, where President and CEO Jay Jandrain communicated directly with all team members. The company also launched bi-monthly pulse polls to gauge

ongoing engagement and encourage continuous feedback from team members.

#### Purposeful Recognition

Butterball's commitment to recognizing and developing its team members was evident through several initiatives enhanced in 2023:

- **Team Member Spotlights:** Featured internally on The Table app, as well as externally on LinkedIn, highlighting individual contributions.
- **Butterball Operating System Solution (BOSS) Recognitions:** Amplified through The Table to acknowledge outstanding team members.
- **Purpose Alignment:** Infusing company Purpose into orientation and onboarding programs and incorporating Moments of Purpose into weekly Leader Briefings.



PROGRAM CALLOUTS

**New Engagement Initiatives: B YOU! Centers, ELT Videos, and Lunch & Learns**

Butterball continues to drive team member engagement and growth by investing in tools and platforms that promote engagement, learning and communication. In 2023, major initiatives included the launch of B YOU! Centers, the introduction of bi-weekly Executive Leadership Team (ELT) videos, and monthly Lunch & Learns, as well as continuing to harness the power of two-way communication via The Table app.

**The Table: A Platform for Connection**

Butterball's dedication to communication is best exemplified by The Table app, a mobile and web platform launched in 2021. By 2023, 50% of team members had fully registered with the app, which facilitates two-way communication and allows for user-generated content. In fact, 38% of all posts on the platform in 2023 were contributed by team members, highlighting the app's role in promoting a connected and engaged workforce.

*Equipped with workstations, tablets and video displays, the B YOU! Center provides a conducive environment for learning and development. B YOU! Centers will continue to open across our enterprise, empowering team members with the services and resources they need to ensure they're able to thrive within the organization.*

**B YOU! Centers: Fostering Growth and Belonging**

In April 2023, Butterball launched its first B YOU! Center in Carthage, Missouri. This in-house learning center is designed to encourage engagement, belonging and personal growth among team members. Equipped with workstations, tablets and video displays, the B YOU! Center provides a conducive environment for learning and development. B YOU! Centers will continue to open across our enterprise, empowering team members with the services and resources they need to ensure they're able to thrive within the organization.

**Engaging with the ELT**

Building on the success of weekly Leader Briefings, Butterball introduced a new initiative to enhance communication between team members and the ELT. Starting in August 2023, the company began producing brief, bi-weekly videos featuring a rotating cast of ELT members. These videos, available on The Table app,



highlight upcoming initiatives and their impact on Butterball's business and team members. This new format provides a direct line of communication, emphasizing transparency and keeping team members informed about the company's direction.

**Team Member Engagement through Lunch & Learns**

To further enhance employee engagement, Butterball initiated monthly Lunch & Learns during 2023. These sessions, conducted over lunch and accessible via a virtual platform, spotlight various projects and initiatives across the organization. Lunch & Learns provided an opportunity for team members to gain insights into different functions within Butterball, promoting cross-departmental understanding and collaboration.

These initiatives demonstrate Butterball's commitment to creating an inclusive and supportive workplace, ensuring that its team members are well-equipped to contribute to the company's ongoing success.





*“Before BOSS, we had 45-55% efficiencies. Now, we’re measuring between 66-80%. BOSS has created a stable system where everyone is connected and focused on the same goals.”*

**- Dean Goodebiddle, Operations Manager, Jonesboro facility**



## PROGRAM CALLOUTS

### BOSS: Revolutionizing Operations from the Front Lines

Butterball embarked on a significant operational transformation a few years ago with the start of the Butterball Operating System Solutions (BOSS) initiative. BOSS aims to enhance the company’s efficiency and create a more collaborative work environment. This initiative focuses on two primary components: improving processes on the floor and holding daily meetings to discuss challenges and opportunities.

BOSS expanded to include all of the company’s production facilities during 2023. The program’s expansion has had considerable success, with lessons learned including the importance of conducting meetings, following standards and understanding the “why.” BOSS empowers frontline workers and ensures sustainability by giving employees a voice in their daily operations.

Dean Goodebiddle, Operations Manager at the Jonesboro facility, highlighted the core elements of BOSS.

“Hourly team members have a voice and an avenue to express themselves,” Goodbiddle said. “Tier 1 is our most important focus, and all other tiers flow from that. Tier 1 is win the hour, Tier 2 is win the shift, Tier 3 is win the day, Tier 4 is win the week and Tier 5 is win the month. This structure ensures everyone has a voice and is on the same page.”

Goodebiddle noted tangible improvements since implementing BOSS, particularly in efficiency.

*“Before BOSS, we had 45-55% efficiencies. Now, we’re measuring between 66-80%. BOSS has created a stable system where everyone is connected and focused on the same goals.”*

Andrew Lekwa, Complex Manager at the Ozark facility, echoed these sentiments.

*“BOSS is different from previous systems because the whole plant has bought into it,” Lekwa said. “Frontline people can affect their work easier than in the past.”*

Lekwa emphasized the program’s impact on leadership development.

*“Growing future leaders for Butterball is certainly a key benefit,” noted Lekwa. “Our people are more than robots – they’re coming up with ideas on their own, leading to better job performance and pride.”*

Both Goodebiddle and Lekwa acknowledged the challenges in implementing BOSS, particularly when getting everyone on board initially.

*“Winning over people who saw failures in other systems was a challenge,” said Lekwa. “However, the benefits have far outweighed the obstacles. BOSS has helped morale and reduced turnover. People like having a voice and the opportunity to talk with their supervisor every morning.”*

Overall, BOSS has been beneficial to daily work life at Butterball. The initiative has not only improved efficiency and productivity but also fostered a positive and collaborative work environment. As Lekwa put it, “BOSS has helped morale; a little win can change a lot.”

With the ongoing support and commitment from all levels of the organization, BOSS is set to continue driving Butterball towards a more efficient and empowered future.

**PROGRAM CALLOUTS**

**Coming Back Together with Purpose**

COVID-19 had a profound impact on everyone and everything, causing disruptions in business travel and corporate events among other things. Finally, in 2023, Butterball team members gathered again for internal conferences to collaborate, share ideas and ignite inspiration.

In January, leaders and team members from across Butterball met in Raleigh, North Carolina, for the 2023 Annual Kickoff Meeting. The theme was Transformation with Purpose in recognition of the Purpose journey recently launched company-wide. The three-day conference featured presentations from the Executive Leadership Team, informational breakout sessions and opportunities to build camaraderie among various departments.

In November, the first annual Midwest Live Operations meeting was held over two days in Branson, Missouri. Butterball Veterinarians, Live Operations Managers, Flock Supervisors and Logistics Managers gathered to discuss industry updates, turkey health and disease management, corporate research and grower relations.

Being able to come together again was a valuable opportunity for everyone and will continue to be a priority in years to come.



*Moments **OF** Purpose*

In 2023, Butterball expanded its recognition programs for team members at all levels. This included a peer-to-peer recognition wall through the Butterball Rewards website, spot recognition cards that could be passed out for “in-the-moment” spotlights, and gratitude boxes that were given by local leadership to recognize team members for going above and beyond.



# Plate





*Pictured above: Butterball sought a program that offered third-party oversight, ensuring that our animal care practices met rigorous, peer-reviewed standards, above and beyond what the government requires.*

*Pictured on previous page: As the leading turkey producer in the U.S., we take pride in the work we do every day on our farms and in our facilities to provide trusted and delicious turkey products.*

PROGRAM HIGHLIGHT

# Celebrating Butterball’s 10 Years as American Humane Certified

In 2023, Butterball celebrated a decade of American Humane certification, reflecting our unwavering commitment to animal well-being. With a rich history spanning over 60 years, Butterball has become synonymous with quality turkey products, serving consumers in more than 45 countries. Our dedication to humane animal treatment is a cornerstone of our operations, and a distinguishing differentiator for us in the marketplace, as we were the first and are currently the only turkey producer (as of 2023) in the U.S. that is American Humane Certified™.

The decision to pursue American Humane certification was driven by our organization’s desire to set a new benchmark in animal well-being within the industry. Recognizing the importance of independent verification, we sought a program that offered third-party oversight, ensuring that our animal care practices met rigorous, peer-reviewed standards. This collaboration with American Humane has allowed Butterball to adopt the latest scientific research and technologies to enhance the

well-being of our turkeys, reinforcing the company’s integrity and commitment to humane practices.

Consumer response to our American Humane certification has been overwhelmingly positive. We proudly display the American Humane seal on our products, which not only signifies superior animal care but also differentiates us from our competitors, providing consumers with the assurance that they are choosing products from a company that prioritizes humane treatment of animals.

Butterball’s commitment to humane practices resonates with a growing segment of consumers who are increasingly conscientious about their food sources. By continuously engaging with consumers and conducting research, our products align with consumer preferences and ethical standards. The American Humane certification appeals to these consumers who value transparency and responsibility in food production.



**“American Humane certification is a point of pride for Butterball as the first turkey company to achieve this designation. Our producers take pride in it, and our customers and consumers expect it from Butterball.”**

– Alice Johnson, DVM, Senior Vice President of Food Safety, Regulatory and Animal Well-Being



**“American Humane congratulates Butterball on achieving 10 years as American Humane Certified™. As the first turkey producer to achieve and maintain this certification, this exciting milestone represents their decade-long commitment of humane treatment of animals in their care.”**

– Robin Ganzert, Ph.D., President and CEO, American Humane

## PROGRAM CALLOUTS

### 2023 Grower Spotlight: Brian Lemon of Arkansas

With over 550 contract farms, Butterball takes special pride in our relationships with growers. Without their hard work and dedication, we wouldn't be the best known and most loved turkey company in the United States<sup>1</sup>.

In 2023, Brian Lemon, a second-generation grower for Butterball, and his family received the Boone County Farm Family of the Year award for their 600-acre farm in Lead Hill, Arkansas.

Brian has been in the farming business since 2002. His father, Wayne Lemon, built Lemon Farm from the ground up with McClain Farms. In 2004, Powell Farms bought McClain Farms and Wayne grew turkeys for Powell Farms until Butterball, LLC acquired Powell Farms' assets in 2011. When Wayne passed away, Brian took over and has been growing turkeys as a contractor for Butterball ever since.

The farm originated as a cow/calf operation with 170 head of cattle but has since diversified.

<sup>1</sup>2022 Kantar Brand Tracking Wave 6 n=400



*Pictured (left to right): Daughter-in-law Callie, and the Lemon family, Cooper, Coy, Presley, Brian, Tammy and Coda. Photo courtesy of Jay Cooper of the Harrison Daily Times.*

"Dad decided to start growing turkeys to help supplement the farm's income," recounted Brian. "Now my family runs the cow/calf operation, seven All-In-All-Out turkey houses and 25 head of meat goats."

Maintaining Lemon Farms requires a lot of challenging work every day. When it comes to the turkeys, daily attention to the equipment, housing, litter quality, and clean out and set up between flocks is required. Brian spends a lot of time in the turkey houses to ensure the turkeys are safe and healthy. He says the most important things to focus on are feed, water, litter and air quality. He's also equipped his houses with curtain drops and an automatic generator for emergency situations.

Brian says the most gratifying thing about growing turkeys for Butterball is seeing the end results of hard work and getting to work with his family every day. He operates the farm with his wife Tammy, daughter Presley, and three sons, Coy, Cooper and Coda.

We are grateful to the Lemon family for their care and commitment to the health and well-being of our turkeys.



## Moments Purpose

Although you can reach the Butterball® Turkey Talk-Line® experts in many ways - phone, text, chat, social media and more - we consider the phoneline the heart of the Turkey Talk-Line. When you call, the personal connection you make with the expert ready to help is powerful and a perfect illustration of our Purpose. Our experts really do exist to help people pass love on. Last year, a caller experienced that when she called with a very basic question about thawing her turkey, but after feeling genuine care from our expert, she divulged she had a terminal illness and was likely preparing her first and last Thanksgiving. She wanted, just that one time, to make the meal special for her family to show them that she loved them. In a teary goodbye after a 40-minute call, she said, "I'll always remember you for as long as I'm here; that I called and you helped me."

## PROGRAM CALLOUTS

### Consumer-Focused Insights Lead to Product Innovations

Butterball turkey products have long been a staple on holiday tables and in everyday meals, but ongoing trends research and recent innovations are setting new standards and winning over consumers.

Leading the charge is Butterball's Hearty Turkey Sausage links, which debuted in 2023 and have already made a significant impact. These sausage links, with their coarse-ground texture and satisfying snap, offer a flavorful alternative to traditional pork and beef sausages. They have

*Butterball's Hearty Turkey Sausage links have wide appeal as a flavorful alternative to traditional pork and beef sausages.*



also quickly become an award-winning product, earning several prestigious accolades, including the Progressive Grocer 2023 Editors' Pick for Best New Product and the 2023 People® Food Award for Best Turkey.

The innovation doesn't stop there. Looking to the future, the company is preparing to revolutionize Thanksgiving with its Cook from Frozen Premium Whole Turkey. Tested in November 2023 with several major retailers, this innovation promises to make serving a perfect turkey even easier. Feedback from consumers has been overwhelmingly positive, highlighting the product's potential to simplify meal preparation and deliver an effortlessly impressive centerpiece.



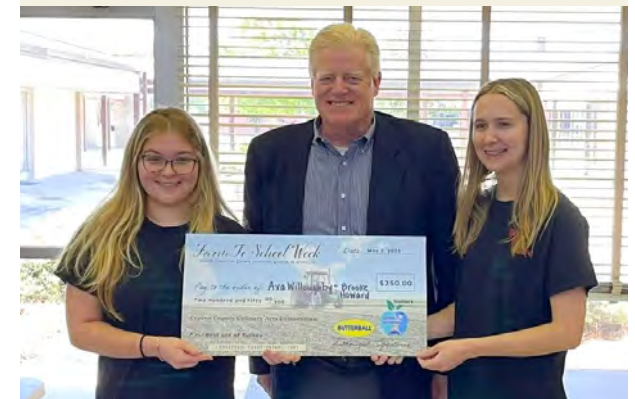
Butterball's Cook from Frozen turkeys reflect our commitment to consumer-focused innovation. By integrating a QR code on the product packaging, we captured real-time consumer feedback, ensuring continuous improvement and alignment with customer needs, setting us up for future expansion and success.

This initiative marks the first major new product in the seasonal category in several years. As we continue to push the boundaries of what turkey products can solve for consumers, we can state with confidence that new and exciting innovations from Butterball are coming to the marketplace soon.



### Moments of Purpose

Butterball's Foodservice division sponsored a student culinary competition at a high school in Craven County, North Carolina, during the 2023 Farm to School week. Competitors were challenged to use locally grown agricultural products, like Butterball turkey, to create their meals. We donated the turkey, and the students got creative in their kitchens! The winning team took home \$250 in prize money from Butterball, presented by Butterball National Sales Director Frank Samuelson.



## PROGRAM CALLOUTS

### Empowering Frontline Efficiency and Process Innovation

In a significant stride toward operational excellence and employee empowerment, our Mount Olive, North Carolina, plant implemented a series of innovative process changes on its processing line that packs fresh ground turkey chubs, called Katridge Pack (KP) lines. The enhancements, which were installed and became operational in the winter of 2023, aim to streamline workflows, enhance ergonomics, and reduce errors, thereby setting a new benchmark in food processing efficiency.

The initiative began with the installation of automatic case erecting equipment in the box room. This technology not only erects cases, but also delivers them directly to the production line, eliminating the need for manual handling.

This automation is a crucial advancement for several reasons:

- 1. Improved Ergonomics:** By automating the case erecting and delivery process, the physical strain on team members has been significantly reduced. Workers no longer need to manually lift and transport heavy boxes, which has been a longstanding ergonomic concern. This change not only enhances the well-being of team members but also reduces the risk of work-related injuries.
- 2. Elimination of Unnecessary Movement:** The new system streamlines the workflow. Previously, team members had to walk back and forth between the box room and the production line, which was both time-consuming and physically demanding. Automation ensures that cases are delivered precisely where they are needed, reducing downtime and increasing productivity.



*Pictured above: Butterball implemented a series of innovative changes, setting a new benchmark in food processing efficiency.*

- 3. Enhanced Efficiency:** The introduction of improved conveyors has transformed the packing process for fresh ground turkey chubs and Foodservice ground turkey packages. The conveyors transport products at a consistent rate per minute to a designated packing station. Here, boxes are delivered automatically from the box room on the second floor, further refining the packing process. This seamless integration of technology has resulted in higher throughput and fewer errors.
- 4. Future-Ready Automation:** The success of the KP line modifications highlights the potential for similar advancements across other plants. The technology, designed to withstand the challenging conditions of a protein manufacturing environment, has proven its resilience and effectiveness. As such, it sets a precedent for future automation projects aimed at enhancing packing and palletizing processes.

***“The new automation has revolutionized our packing process, making it more efficient and less physically demanding for our team members. We are excited about the potential to replicate this success at other plants.”***  
**- Matt Giroux, Director of Engineering**

The need for this project was identified through feedback from frontline workers and a comprehensive analysis of the existing workflow. By closely observing the daily operations, the management team pinpointed critical areas for improvement, which was instrumental in designing a solution that not only addresses current challenges but also anticipates future needs.

Looking to the future, the KP lines’ improvements serve as a standard our other facilities can build from to further advance operational efficiency and employee well-being.



PROGRAM CALLOUTS

## Expanding International Reach Through Strategic Partnerships

Butterball is making significant strides in expanding its international presence through a strategic licensing agreement with Rastelli's, a global provider of premium meat and seafood products based in New Jersey. This collaboration, solidified in early 2023, has resulted in accessing new markets for Butterball in Europe and the Middle East, bringing our high-quality turkey products to millions of new consumers.

Through the Rastelli's partnership, Butterball has been able to leverage their extensive experience in international business, setting up production facilities, developing distribution channels and reaching out to major international grocery retailers. Rastelli's oversees turkey production, packaging, and quality assurance in these new markets. In addition, our Quality Assurance department regularly performs audits to ensure our stringent requirements are met. Most of 2023 was dedicated to developing this infrastructure and establishing the audit process.



Our international growth strategy is not limited to Europe and the Middle East. In Canada, a long-standing licensing agreement with Exceldor allows Butterball to reach 33 million people. In South America, Central America and the Caribbean, efforts to educate consumers about turkey are building brand awareness for Butterball by leveraging influencers and sampling events.

Mexico remains a top market for Butterball, where changing laws and increasing health-consciousness consumers have made turkey a sought-after protein. Butterball's presence in Mexico has grown significantly, with value-added products and commodity items like turkey thighs and drumsticks being particularly popular.

Butterball's partnership with American Foods, which began in 2022, has also been instrumental in expanding our business and product offering globally. American Foods handles distribution, merchandising,

*Through the Rastelli's partnership, Butterball has expanded internationally by setting up production, developing distribution and connecting with major global grocery retailers.*

documentation, labeling and packaging, helping us grow beyond our core offering of whole turkeys.

With new market expansion and continued growth in existing foreign markets, Butterball's international initiatives are a testament to our commitment to meeting the growing global demand for turkey products and growing our brand worldwide.



*Pictured left: American Foods showcases a giant pack of Butterball bacon alongside the many items that they represent globally.*

*Pictured above: Butterball supported a U15 soccer tournament with the Casa Esperanza charity that provides comprehensive support to vulnerable children, adolescents and families in Panama.*

*Butterball's showcase of international products at the Americas Food and Beverage show in Miami, Florida.*





# Planet





*Pictured on previous page: Butterball's commitment to continuous improvement through efficiencies in transportation and reduction of waste and Greenhouse Gases is moving the company forward in its sustainability efforts.*

PROGRAM HIGHLIGHT

# Continuous Energy Improvement Forges Ahead

In 2023, Butterball's Ozark and Huntsville, Arkansas, facilities continued their participation in the Oklahoma Gas & Electric Continuous Energy Improvement (CEI) initiative and Black Hills Energy Strategic Energy Management (SEM) initiative that began in 2022, resulting in improved savings during the year.

As a part of Ozark's initiative, the facility achieved a savings of 1,095,354 kWh and 132,198 therms. This represented 89% of its kWh goal and 312% of its therm goal, respectively. Ozark's therm savings also increased from 2022, increasing by 26,575 therms. These savings equate to a total of 1,099 metric tons of CO<sub>2</sub> emissions avoided.

As a part of Huntsville's initiative, the facility attained a savings of 73,132 therms in 2023, representing 124% of its therm goal. Compared to 2022, Huntsville's therms savings increased by 54,288 therms. These savings equate to a total of 388 metric tons of CO<sub>2</sub> emissions avoided.

Through both programs, the facilities avoided a total of 1,487 metric tons of CO<sub>2</sub> emissions.

Butterball remains committed to continuing these initiatives in 2024 to achieve more energy savings.



Butterball facility



CO<sub>2</sub> emissions reduction

OZARK SAVED

**1,095,354 kWh**  
(89% of kWh goal)

**132,198 therms**  
(312% of therm goal)

**26,575 therms** (Additional savings compared to 2022)

AVOIDED

**1,099** metric tons of CO<sub>2</sub> emissions

HUNTSVILLE SAVED

**73,132 therms**  
(124% of therm goal)

**54,288 therms** (Additional savings compared to 2022)

AVOIDED

**388** metric tons of CO<sub>2</sub> emissions

TOTAL SAVED ACROSS BOTH FACILITIES

**1,095,354 kWh**  
**205,330 therms**

TOTAL AVOIDED

**1,487** metric tons of CO<sub>2</sub> emissions

*“Achieving energy and emission savings will continue to be a priority in our sustainability initiatives. We are excited to continue identifying opportunities that drive emission avoidance across the organization. The SEM and CEI program will serve as an example of how we can push to achieve reductions far beyond the goals we set in our future sustainability projects.”*

**- Lankford Ruffin, Director of Environmental Affairs and Sustainability**

## PROGRAM CALLOUTS



*Pictured above: Route changes in 2023 saved 37,744 miles, contributing to 793,210 miles avoided since 2022 - equivalent to 1,155 metric tons of CO<sub>2</sub>.*

## Transportation - Saving Miles, Wood, Waste and CO<sub>2</sub>

Improving the sustainable transportation of our product continues to be a priority at Butterball. Scope 3, Category 4 is our second largest category of emissions, so identifying opportunities to reduce those emissions is significant in our carbon reduction efforts.

At the end of 2023, we were able to identify a route change that would divert frozen products being shipped to Warsaw, North Carolina, instead to a cold storage facility in Carthage, Missouri. This change improved the efficiency of transport for these frozen products, saving a total of 37,744 miles so far, with additional savings from this change expected in 2024. Since 2022, we have avoided a total of 793,210 miles, equivalent to 1,155 metric tons of CO<sub>2</sub>, through route optimizations.

In addition to these savings, our strategic partnership with Commonwealth Handling Equipment Pool (CHEP),

a global supply chain company with a share, repair and reuse business model for their pooled pallets also contributes to our positive impacts. CHEP's pooled pallets are shared, repaired and reused, delivering benefits to those who use them throughout the supply network. Participating in CHEP's inherently circular model helped Butterball decrease Greenhouse Gas emissions by 8,060,547 pounds, wood use by 139,649 board feet and waste by 794,702 pounds in 2023. We look forward to achieving more reductions through this partnership.



## Maintenance Team — Energy Tag Program

At Butterball, we constantly strive to implement strategies that maximize effective resource use across our operations. One program being utilized across our six processing facilities is the Energy Tag Program, which identifies potential sources of air, steam and water leaks across the facilities that are “tagged” by our maintenance teams. Once a tag has been issued, the process to fix the leak begins immediately. Each facility tracks the size, locations and savings associated with all air, steam and water leaks, reporting on this information during a monthly Environment and Sustainability meeting. This program has achieved remarkable success and will continue to be utilized at all facilities in 2024 and beyond.



*Butterball's Energy Tag Program identifies potential sources of air, steam and water leaks across our six processing facilities that are “tagged” by our maintenance teams.*

## PROGRAM CALLOUTS

### Waste Management Partnership Begins

In 2023, Butterball partnered with Keter Environmental at our Mount Olive, North Carolina, facility to implement a program to identify opportunities for improved recycling and waste management. Through the program, data on our waste streams is collected and analyzed for efficiency and opportunities for improvement. Using Keter’s eTrac technology, we can closely monitor and analyze our waste data for efficiency and identify areas of improvement. Although the program began near the end of 2023, the team quickly identified an opportunity to install a new compactor to improve the efficiency of Mount Olive’s waste disposal. We are excited to continue this partnership with Keter and identify further waste management opportunities with the hope of expanding this program in the years to come.



*In 2023, Butterball’s Mount Olive facility partnered with Keter Environmental to enhance recycling and waste management, leading to improved efficiency with plans to expand the program in the years to come.*



*Carthage boosted plastic recycling from 36 to 221 tons in 2023 by adding ‘dirty plastics.’*

### Carthage Improves Plastic Recycling

In 2022, Butterball partnered with Marck Recycling and 3 Rivers Plastics to begin recycling plastics contaminated with protein that previously could not be recycled. In 2023, the program was expanded to improve the recycling program at our Huntsville, Arkansas, and Carthage, Missouri, facilities. In Carthage, the program had a significant effect on the overall plastic recycling efforts.

In 2022, Carthage recycled 36 tons of plastic, but with the ability to now also recycle “dirty plastics,” the facility increased its plastic recycling to 221 tons in 2023, an increase of 185 tons. We hope to mirror this success at other facilities with the intention of expanding dirty plastic recycling to our Arkansas facilities in the future.

### Moments of Purpose

Each holiday season, our Butterball Transportation and Logistics teams turn into Turkey-toting Superstars! They expertly navigate the best routes to deliver our famous turkeys across the nation. Whether it’s a holiday feast from the local grocery store or a warm meal from a food bank, their top-notch planning ensures more people than ever are able to enjoy a Butterball turkey with loved ones.

*Cheers to making holiday dinners a delight for all!*



## PROGRAM CALLOUTS

### Key Metrics Highlight Sustainability Progress

Butterball continues to make sustainability a priority across the organization and throughout the supply chain. Key metrics such as water, waste, electricity and GHG emissions are continually tracked and showcase our progress over the last few years. This data will continue to inform sustainability projects and guide our strategies in the future.



# 8.20%

Decrease in water supplied from 2021 to 2023



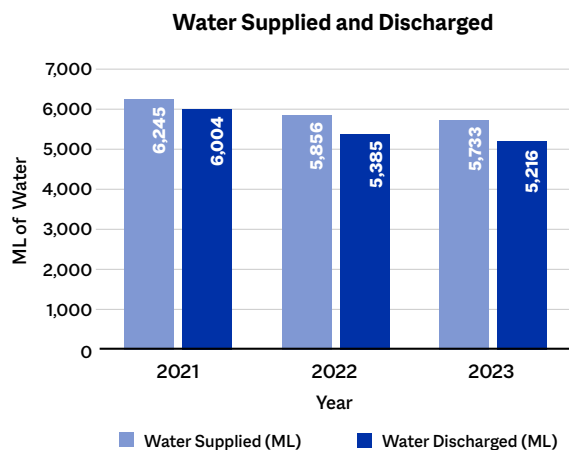
# 12.91%

Decrease in total waste to landfill from 2021 to 2023

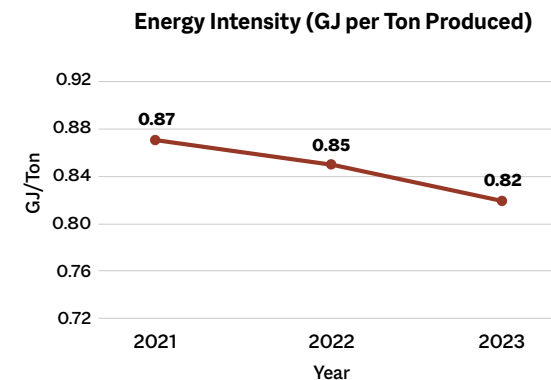


# 4.15%

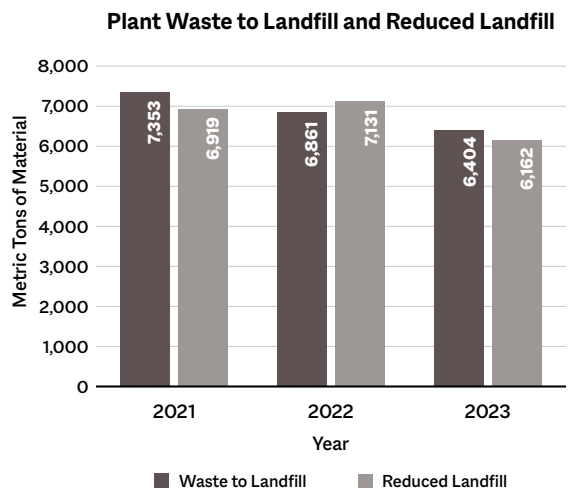
Decrease in facility electricity use from 2021



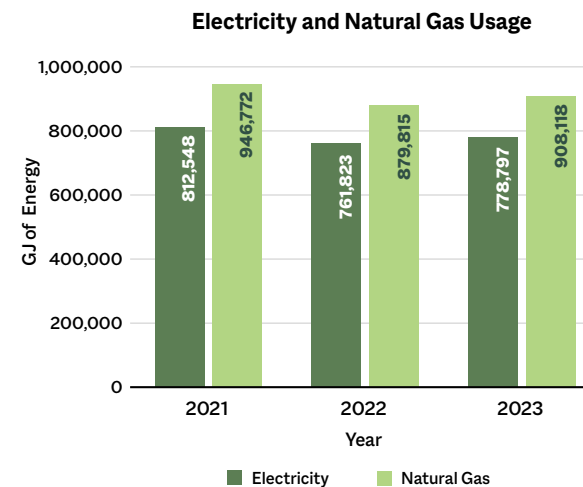
*These values represent water supplied and discharged across our processing facilities and feed mills.*



*These values represent electricity and natural gas use across our processing facilities and feed mills.*



*This data represents waste to landfill and reduced landfill from our six processing facilities.*



## PROGRAM CALLOUTS

### Calculating Our Greenhouse Gas Footprint (Scope 1, 2 and 3)

Butterball again completed a full accounting of our Greenhouse Gas (GHG) emissions for the calendar year 2023. These emissions are representative of our carbon footprint for 2023:

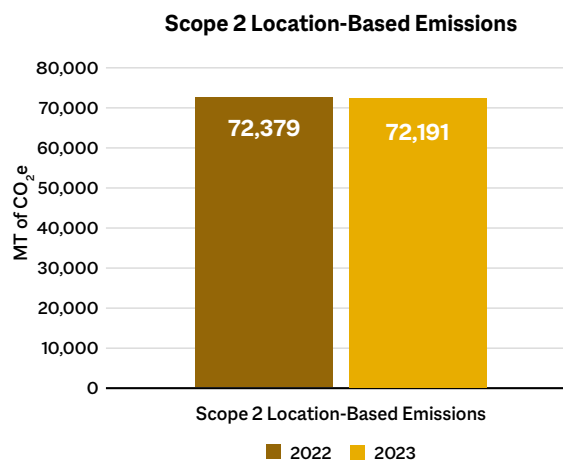
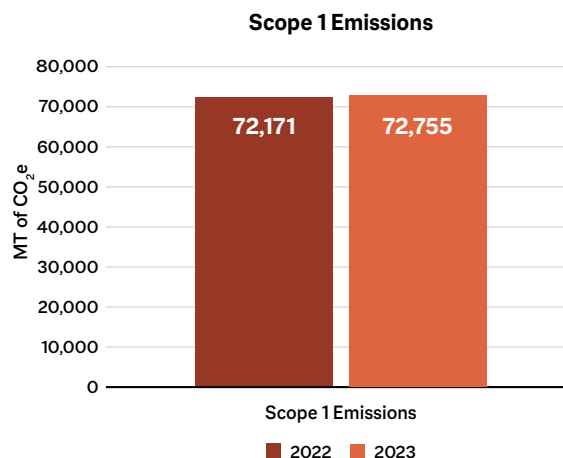
- Scope 1 represents direct emissions (e.g., stationary fuel combustion).
- Scope 2 represents indirect emissions (e.g., purchased electricity).
- Scope 3 represents indirect emissions (upstream and downstream value chain activities).



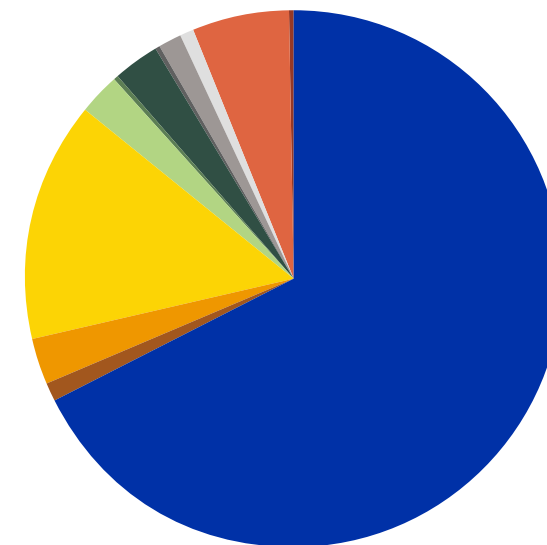
Butterball is a proud founding member of The U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE).

The US-RSPE is an initiative developed to advance, support and communicate continuous improvement in the sustainability of the entire poultry and egg value chain through leadership, innovation, multi-stakeholder engagement and collaboration. As a result of this collaboration, the development of a new framework allowing sustainability programs in the US Poultry and Egg sector to enhance, improve and share ESG initiatives was achieved. Butterball completed the framework in 2023 and will continue to utilize the framework in 2024 and onward to identify further opportunities to enhance our ESG initiatives.

Butterball utilizes a financial control boundary when calculating our GHG inventory.



Scope 2 Emissions are calculated using a location-based approach



#### Scope 3 Emissions (Values reported in MT of CO<sub>2</sub>e)

- Cat 1 / Purchased Goods & Services - **892,749**
- Cat 2 / Capital Goods - **12,579**
- Cat 3 / Fuel- and Energy-Related Activities (not included in Scope 1 or 2) - **37,643**
- Cat 4 / Upstream Transportation & Distribution - **188,594**
- Cat 5 / Waste Generated in Operations - **35,363**
- Cat 6 / Business Travel - **1,205**
- Cat 7 / Employee Commuting - **37,867**
- Cat 8 / Upstream Leased Assets - **3,416**
- Cat 9 / Downstream Transportation & Distribution - **17,727**
- Cat 10 / Processing of Sold Products - **13,463**
- Cat 11 / Use of Sold Products - **\*Not relevant**
- Cat 12 / End-Of-Life Treatment of Sold Products - **76,865**
- Cat 13 / Downstream Leased Assets - **0.214**
- Cat 14 / Franchises - **\*Not relevant**
- Cat 15 / Investments - **\*Not relevant**

\*Scope 3 Category 11 is not material to Butterball's products and has been excluded.

\*Scope 3 Category 14 has been excluded as we do not operate franchises.

\*Scope 3 Category 15 is not applicable to Butterball and has been excluded.



# Philanthropy





PROGRAM HIGHLIGHT

## Celebrating Togetherness with Recognition of First Official Butterballers



*Pictured above: Director of Purpose and Consumer Communications Christa Leupen, presented a \$15,000 check to the Highland Park Community Foundation on behalf of the Dad Bods.*

*Pictured on previous page: Team members lead our philanthropic outreach efforts in the communities in which we operate, ensuring our resources benefit those who have the most need.*

**A**fter a tragic shooting at a Fourth of July parade in Highland Park, Illinois, a group of dads found solace and unity in playing basketball together. They started with a few individuals and gradually grew into a basketball league of 40 people, calling themselves the Dad Bods.

In June, Butterball surprised the team as the first official “Butterballers” and donated \$15,000 to the Highland Park Community Foundation. The contribution was in support of the ongoing needs of those affected by the shooting.

Through their resilience and spirit, the Dad Bods became the cornerstone of a community in a time when they needed it most. Inspired by their efforts, we launched a summer campaign to find the next group of Butterballers. Amateur sports teams from around the country were encouraged to submit their story of how sports brought them together and the positive impact of their collaboration.

We also challenged our own team members to “Be a Butterballer.” Team members across the company submitted stories of bringing people together through activities that promoted health and well-being.

In September, eight team members representing each Butterball facility were selected to receive \$500 to the nonprofit organization they impacted as a Butterballer. The grand prize winner received an additional \$1,000, resulting in \$1,500 being donated to the Children’s Haven of Southwest Missouri.

As for our national campaign, a Seattle-based co-ed softball team, appropriately named The Leftovers, became the second official Butterballers. They received branded swag for their entire team and \$15,000 to gift to their charity of choice, Seattle Adaptive Sports, providing sporting opportunities for individuals with a permanent physical disability.



*Inspired by the Dad Bods’ efforts, we launched a summer campaign to find the next group of Butterballers. **We also challenged our own team members to “Be a Butterballer.”***

*Eight selected team members received \$500 to donate to the nonprofit organization they had impacted as a Butterballer. The grand prize winner received an additional \$1,000, resulting in \$1,500 being donated to the Children’s Haven of Southwest Missouri.*

PROGRAM CALLOUTS

**Butterball Community Engagement Across the Company**



**Carthage, Missouri:**

*“Summer is an especially busy time for community outreach at our Carthage facility. Sponsorships and food donations for the Carthage Chamber of Commerce’s Red, White & Boom event, artCentral Kid’s artCamp and Southwest Missouri Running Camp make summer sizzle!”*

– **Debra Howell**, Human Resources Manager

**Huntsville, Arkansas:**

*“The Huntsville facility is a member of several civic organizations that make a big impact in their community. They sponsor high school athletics, support 4H programs, participate in Kiwanis charity drives and donate products to local law enforcement and emergency medical workers during the holidays.”*

– **Randy Reed**, Complex Manager

**Mount Olive, North Carolina:**

*“The generous team members at the Mount Olive facility donate products to many recipients throughout the year, including food banks and first responders. Leadership is active in the Wayne County Chamber of Commerce, as well as a supporter of the local schools’ educational, band and athletics programs.”*

– **Craig Leviner**, Complex Manager

**Raeferd, North Carolina:**

*“Team members at the Raeferd facility lead a Christmas canned food drive for Team Workz, an organization which assists homeless individuals. Over 500 food items are collected and donated for the organization’s annual Christmas dinner.”*

– **Michelle Dial**, Human Resources Supervisor

**Ozark, Arkansas:**

*“Team members of the Ozark facility contribute to their community in big ways. ‘Stuff the Bus’ is a program in which team members purchase and donate school supplies. Items are collected at the plant and then presented at a collection event. At Christmas, team members purchase gifts for children through a local angel tree program. Each child receives everything on their list and then some!”*

– **Crystal Quinalty**, Human Resources Manager

PROGRAM CALLOUTS

### Coming Together After a Disaster

On March 31, 2023, Northeast Arkansas experienced a rash of devastating tornados in several communities. The natural disaster resulted in over 147 reported tornados: over a dozen with winds ranging from 136-165 miles per hour or higher, with the potential to cause severe to devastating damage.

When the storms subsided, Butterball team members immediately took action to coordinate disaster relief efforts. Team members at our Jonesboro, Arkansas, facility arranged and donated fully cooked Butterball products to the Food Bank of Northeast Arkansas. Team members at our Carthage, Missouri, facility collected pallet loads of donated personal care products and shipped them to Jonesboro to help their neighboring community.

This quick call to action brought comfort to neighbors in need, connecting a community experiencing overwhelming upheaval, truly living out our Purpose.



### Feeding Thousands Over the Holidays

There is an extraordinary need to make the holidays bright for those facing food insecurity, and Butterball is poised to help. In November and December, Butterball provided approximately 160,000 meals to food-insecure people throughout the country. Butterball provided these meals through community partners including:

- Durham Urban Ministries (North Carolina)
- Fort Liberty Special Forces (North Carolina)
- Greater Chicago Food Depository (Illinois)
- Operation Breakthrough (Missouri)
- Turkeys for the Triangle (North Carolina)
- Walmart + 40/29 News Feeding Hope Food Drive (Arkansas)
- *And many more!*

In addition to whole turkeys, roasts and deli meat, Butterball donated nearly \$6,500 in gift checks towards the purchase of a turkey and the trimmings for Thanksgiving and Christmas meals.

*Pictured left: Volunteers and staff at nonprofit organizations across the country receive and distribute Butterball whole turkeys to those in need during the holiday season.*

### Moments Purpose

At our 2023 Annual Kick-Off in Raleigh, our team showed up big time for the community! Thirty-four members volunteered at the Food Bank of Central and Eastern North Carolina, while 20 more packed bags for the Durham Women's Shelter, filled backpacks for Mount Olive School District, and crafted thank-you cards for Midwest first responders. It was a fantastic chance to spread love and make a difference together!



# Service Awards

*Honoring Team Members*



We are proud to recognize the 444 team members who achieved significant service award milestones during 2023. These dedicated team members make a difference every day at Butterball, living out our Purpose to help people pass love on. Their commitment to the Butterball Way and contribution to our culture of belonging and inclusion is apparent in their daily work. Thank you for all you do!

*Way to go!*

**BUTTERBALL®**

## Team Members Celebrating 40+ Years at Butterball



**Cathy Gray**  
Ozark Plant • 46 years

“I’ve been fortunate to be part of all departments in the plant, making a positive difference wherever I can. My mom and dad gave me my work ethic and the integrity of doing the right thing. I pass love on by cooking for people who need help.”



**Ricky Grigsby**  
Ozark Plant • 46 years

“It’s hard to believe I’m close to my 50th year at Butterball. I pass love on by encouraging everyone in refrigeration. Away from the plant, I try to spend time with my grandkids, and I like to go hunting and fishing.”



**Keith Whorton**  
Huntsville Plant • 46 years

“Over the years, my biggest learning is dealing with different co-workers. I enjoy the people I work with – now and the ones I’ve had in the past. Away from the plant, I like to farm, fish, travel and relax. I pass love on by treating people with respect.”



**Vera Fleischman**  
Carthage Live Operations • 44 years

“I pass love on by saying good morning and calling each person by name. Brandon Campbell has always been an inspiration, taking time out of his busy schedule to share experiences and just listen to me. I try to be a stable force at work and someone others can talk to and look up to.”



**Donna Parker**  
Goldsboro Live Operations • 44 years

“I pass love on by supporting my church outreach ministries (Habitat for Humanity, Salvation Army). I also support Southeastern Medical Oncology Center in Goldsboro, where I was treated for breast cancer in 2021. I’ve been cancer-free for 3 years now!”



**Randy McClain**  
Ozark Live Operations • 43 years

“My proudest moment is having accountability for over 130 people in second production. Away from work, I enjoy spending time with family, especially my grandchildren and great-grandchildren. I pass love on by trying to wear the other guy’s shoes.”



**Kenneth Register**  
Clinton Live Operations • 43 years

“My proudest moment was when I was promoted to Live Operations Live Haul Manager. Debbie McCuiston, Sarah Lee, Megan Gregory and Ricky Hughes have always been there to help me with any situation. I pass love on by always being just a phone call away for any of our employees or growers.”



**Michael Felty**  
Carthage Live Operations • 42 years

“My proudest moment has been watching how much the company has progressed and all the people I have worked with over the years. Away from work, I enjoy fishing, playing golf and spending time with my family.”



**Ricky Hughes**  
Clinton Live Operations • 40 years

“My proudest moment is knowing where I am today has been earned through many years of service. I pass love on by trying to create a workplace environment where employees enjoy their jobs and extend that to our grower base.”



**Betty Woolsey**  
Ozark Plant • 40 years

“Both of my parents worked at Butterball, and they were the biggest inspiration in my life. I pass love on by making sure the plant is kept clean.”

# Service Awards

*Honoring Team Members*

*Way to go!*

**BUTTERBALL®**

## 45 years of service

Cathy Gray  
Ricky Grigsby  
Keith Whorton

## 40 years of service

Michael Felty  
Vera Fleischman  
Richard Hughes  
Randall McClain  
Donna Parker  
Kenneth Register  
Betty Woolsey

## 35 years of service

Edward Adams  
Judith Adams  
Gary Batchelor  
Richard Prescott  
Rebecca Pyshty  
Harold Roland  
Kimberley Sampley  
Ralph Sauls  
Gregory Sears  
Dessie Shackelford  
Bethanie Smith-Gurley  
Virginia Thames  
Willie Thomas  
Kenneth Wallace  
Teresa Warren  
Patricia Wells  
Myra Wilson

## 30 years of service

Fidencio Andres  
Juana Andres  
Lavon Bracey  
Pablo Chombo Olvera  
Joann Crumpler  
Cindy Duncan  
Vernon Felts  
Roger Fogleman  
Salvador Giron  
Wendy Hardison  
Steven Harper

Modesto Huerta  
Octavio Hurtado Avila  
Andrew Lekwa  
Sedric Manley  
Michael Martin  
April Nickelson  
Ricky Shepherd  
Larry Southerland  
Jacqueline Stukes  
Thaddues Sutton

## 25 years of service

Magdaleno Barrios  
Thomas Batchelor  
Mike Blanton  
Cathy Brock  
Felicia Brown  
Pedro Calderon  
Reynaldo Diaz  
Jose Garcia  
Maria Garcia  
Tina Glowner  
Maria Gonzalez  
Ubaldo Gonzalez Martinez  
Sheila Graham  
Juana Guzman  
Terry Hallam  
Michelle Hendrix  
Juan Juarbe  
Betsy Kiger  
George Kittrell  
Carolina Lopez  
Shirley Martin  
Jacqueline Mathews Rhodes  
Alondra McKinney  
Brandy Miner  
Heather Ness  
Jose Ochoa  
Eric Orduna  
Jose Perez Aldaco  
Michael Pluff  
Araceli Rangel  
Pamelia Raynor  
Rosalie Reeves

Lashan Rouse  
Melissa San Miguel  
Jose Santibanez Pina  
Donald Sasser  
Tonya Strickland  
James Turner  
Gildardo Victoriano  
Janelle Williams

## 20 years of service

Miguel Anguiano Araujo  
Donald Atkinson  
Joseph Barfield  
Henry Becton  
Arthur Bell  
Renee Brown  
Alexander Burg  
Deciderio Campos  
Bryan Carson  
Kristin Clark  
Jan Cooper  
Michael Druga  
Maira Garcia  
Severa Garcia  
Alden Glaspie  
Maria Gomez  
William Hawkins  
Margarito Hernandez  
Micaela Hernandez  
Vicki Huckaby  
Julie Johnston  
Vu Le  
Carolyn Lovell  
Michael Maready  
Jimmie McClain  
Windy Moblely  
Gumerciendo Morales  
Maria Orozco Torres  
Gregoria Oviedo  
Pedro Ramirez  
Greysa Reyes  
Salvador Rodriguez  
Angela Strickland  
Lewis Summerlin

Jon Teachey  
Felicita Torres

## 15 years of service

Cruz Aleman  
Mauricio Aleman Garcia  
Jimmy Allen  
Dora Ball  
Alma Balleza  
Armando Barrientos  
Jimmy Bell  
Richard Bohonek Jr.  
Edward Brickle  
Terrie Brown  
Shaeron Bunch  
Steve Canale  
James Carter  
Guillermo Castaneda Torres  
Yoni Castellanos Argueta  
James Cline  
Denise Davis  
Maria Deras  
Jeffrey Evers  
Attila Ferenczi  
Jose Flores Osorio  
Caleb Fowler  
Angela Gerbig  
Juana Gomez  
Tracy Grimes Watson  
Daniel Grissom  
Yolanda Heard  
Maria Hernandez  
Eroita Hernandez Flores  
Marvin Hewitt  
Juan Hilario Solorzano  
Leslie Hilliard  
Eleazar Ibarra Torres  
Richard Jenkins  
John Jones  
Mitcheal King  
Justin Lambdin  
Martin Maravilla  
Ma Martinez Avila

## 15 years of service (cont'd)



# Service Awards

(continued)



**Deciderio Campos**  
20 yrs  
Carthage Live Ops



**Kristin Clark**  
20 yrs  
Carthage Live Ops



**Vu Lee**  
20 yrs  
Carthage Live Ops



**Silvina Castilla**  
15 yrs  
Ozark Plant



**Chris Johnson**  
15 yrs  
Ozark Plant



**Donald Parks**  
15 yrs  
Ozark Plant

Amanda McCombs  
Fletcher McKinney  
Kimberly Merritt  
Kimberley Metts  
Vernon Minney  
Graciela Morales Barrios  
Augustine Moreno  
Tamera Murphy  
Mart Nichols  
Adela Orozco  
Jorge Pacheco Julian  
Samatha Pate  
Scott Patterson  
Susan Quintal  
Lucas Rangel  
Robert Ruble  
Christine Sackett  
Mark Scott  
Michael Sherard  
Morris Suit  
Cynthia Taylor  
Laura Toledano  
Rebecca Welch  
Raymond White  
Michael Wiggins  
Linda Williams  
Torrey Williams

### 10 years of service

Carlos Anaya Granados  
Exequiel Barillas Ayala  
Lori Bassett  
Patricia Bellefeuille  
Tameka Bennerman  
Anita Best  
Michael Bordeaux  
Tony Lee Bryant  
Daniel Carlton  
Silvina Castilla  
Jose Cervantes  
Luckner Charles  
Victor Chavez Aguilar  
Lynetta Chew  
Marco Contreras

Eric Cox  
Paula Cox  
Ross Cyr  
Brandon Davis  
Rodolfo De La Cruz  
Chilla Decembre  
Jennifer Delisio  
Stella Desir Derial  
Ellen Duvall  
Edna Eubanks  
Desir Exilhomme  
Tonya Faison  
Emanuel Fenton  
Pedro Figueroa  
Yesika Figueroa  
David Fryar  
Hilda Garcia  
Nelta Gilles  
Cristobal Gomez  
Gloria Gonzalez-Canales  
Michelle Gooding  
Lisa Groth  
Hugo Guevara  
Sergio Guillen Palencia  
James Gurganus  
Shawnia Hall  
Meco Hawkins  
Eddie Hernandez Cubero  
Romelie Hewitt  
Blanca Hickman  
Denise Howard  
Herve Jean Mary  
Aubrey John  
Christopher Johnson  
Noradin Joseph  
Dory Joseph  
Carlos Juarez Lopez  
Joseph Kelwan  
John King  
Russell Lang  
Odalys Lao  
Yvette Laroche  
McKenzie Lee

Craig Leviner  
Christopher Lewis  
Michelle Lieszkovszky  
Freddie Lopez  
Edner Louis  
Crystal Lovercheck-McKinley  
Michael Mabe  
Belinda M Mades  
Carlos Martinez  
Oliva Martinez Becerra  
Isaias Martinez Cruz  
Ana Mascorro  
Andrew McGowan  
Robert McKee III  
Esperanza Mejia Roblero  
John Merrell Jr.  
Guerrier Metayer  
Micheline Michel  
Zilia Mileus  
Larry Miller Jr.  
Dawn Morris  
Brandon Parker  
Donald Parks  
William Perez  
Christopher Person  
Yessica Ramirez  
Bobby Rauch  
Irene Riggins  
Marilyn Robinson Kellon  
Zackery Sandlin  
Nicole Sanon  
Donald Scott Sholar  
Joyce Smith  
Bruce Stahly  
Edward Taylor  
Jose Torres Carranza  
Jim Villa Higuera  
Jeffrey White  
Terise Williams

### 5 years of service

Ana Acosta Pena  
Clayton Anderson  
Kimberly Anderson  
Alica Barden  
Joana Barroso Araujo  
Kelli Becker  
James Bell  
Nelly Benitez  
Timothy Bentley  
Deanna Blazer  
Veronica Blue  
Nichole Bradford  
Roland Bryant  
Joshua Campbell  
Patricia Carter  
Jorge Castaneda  
Andre Ceide  
Julia Church  
Dylanger Clum  
David Conley  
Ana Cordova Hurtado  
Brandon Cromwell  
Lana D'Amico  
Loriemary David Santiago  
Anthony Davis  
Troy Davis  
Sarah De La Paz  
Barbara De La Rua Barrera  
Rouslene Dorcenat  
Kimberly Dowdle  
Daryl Eckerson  
Dustin Estes  
Henry Estrada Perez  
Marie Etienne  
Thomas Eubanks  
Ashley Farmer  
Carrie Farrior  
Paula Figueroa  
Adrian Flores  
Bobby Fowler  
Janette Galola  
Robert Garcia



# Service Awards (continued)



**Crystal Lovercheck-McKinley**  
10 yrs  
Jonesboro Plant



**Dawn Morris**  
10 yrs  
Jonesboro Plant



**Joyce Smith**  
10 yrs  
Jonesboro Plant



**Shelby Hooper**  
5 yrs  
Raeford Plant



**Michael McRae**  
5 yrs  
Raeford Plant



**Norlisha Monroe**  
5 yrs  
Raeford Plant

### 5 years of service (cont'd)

Ma Leticia Garcia Vital  
Gerald Gober  
Juan Gomez Aguilar  
Raymundo Gonzalez  
Elisha Gould  
Rachel Graham  
Eugene Grant Jr.  
Connor Griffin  
Kellie Gudger  
Julian Guerra  
Matthew Hammonds  
Jer Harwood  
Melissa Hawkins  
Patrick Hendrix  
Jessica Hernandez  
Veronica Herrera De Vega  
Jonah Hicks  
Mason Hill  
Leo Holstein  
Shelby Hooper  
Bobby Howard  
Joseph Hutchison  
Michelle Ivory  
Bryan Jackson  
Charles Jackson  
Rahsheed Jackson  
Eva Jacobo  
Irma Jimenez  
Rachelle Johnson  
Tommy Jones  
Zachary Jones  
Silvia Juarez Reyes  
Emirene Julien  
Jonathon Justice  
Jocelynn Katjang  
Gregory Kemper  
Eric King  
Shirley Kirk  
Kasey Kremer  
Jennifer Landers  
Sarah Lee  
Angilene Leefiyang

Mark Leon  
Rashawn Love  
Joseph Lynch  
George Maduro  
Kekura Mansaray  
Paula Martinez  
Brenda Martinez-Escobar  
Michael McRae  
Carlos Melendez  
Isabel Moctezuma Figueroa  
Joni Monroe  
Norlisha Monroe  
Shavera Moore  
Edwin Morales  
Jerry Mozell  
Luis Munoz  
Douglas O'Connor  
Rebecca O'Donnell  
Oscar Osorio Rivas  
Christy Outlaw  
Khandis Pangburn  
Alexander Perez  
Luis Miguel Pimentel Delgado  
Sean Quinton  
Elvira Rangel  
Curtis Reinhardt  
Judy Rials  
Jason Ritzert  
Deon Roberts  
Alfonza Robinson  
Rocky Robinson  
Tonecia Roundtree  
Rafaela Salas-Ceniceros  
Amelia Sanchez  
Patrick Sasser  
Lourdes Saucedo  
Andres Serrano Ramos  
Tyrell Shackelford  
Andrew Smith  
Bryan Smith  
Cheryl Smith  
Jerica Smith  
Ronnie Smith

Jose Sola  
Jauteria Soto  
Jose Soto  
Maricel Soto  
Jeisha Soto Sanchez  
Rockelle Stephens  
Benjamin Stone  
Steven Stone  
Shirley Stover  
Matthew Sutton  
Eddrick Tew  
Kelley Thomas  
Dakota Tillman  
Isabel Turner  
Luby Tyner III  
Doyle Varner  
Renae Vaughn  
Jessica Velasquez  
Yuliana Villanueva  
Rose Volcy  
Austin Wallace  
Jesse Ward  
Quisha Welsh  
Jon West  
Russell Williams  
Jacqueline Williams-Brower  
Quentin Willis  
Brett Yates  
Ruth Zepeda